

NFAC 6501-79  
3 December 1979

Memorandum for DD/NFA

Subject: Options Pertaining to the Future Use of the  
Senior Review Panel (SRP)

1. This paper stems from the discussions held on 28 November 1979 on the subject with the DCI and DDCI. The Options laid out at the meeting for further coordination are listed below; a brief description of each is attached.

- a. No. 1 - Transfer the SRP to the Office of the DCI/DDCI and assign the Panel a broader mission than at present.
- b. No. 2 - Abolish the SRP and assign its members as NIOs-at-large to function as part of the National Intelligence Council (NIC).
- c. No. 3 - Retain the SRP within NFAC to function with the new NIC.
- d. No. 4 - Transfer the SRP to the Office of the DCI/DDCI to function in conjunction with the CIA Executive Committee and Staff, but with a refocused mission.

2. Options No. 1 and No. 4 both have the major advantage of providing the DCI/DDCI with a senior staff arm to advise and assist in the discharge of their policy, planning and program responsibilities. In both Options, the SRP would also review and evaluate finished intelligence at that level; this function would be emphasized under Option No. 1, whereas under Option No. 4, it would be an additional mission. The major disadvantage of Options No. 1 and No. 4 is that NFAC would be deprived of a separate, "outside", objective review of intelligence production. Both Options would enlarge the span of control of the DCI/DDCI, but this could be minimized by designating an SRP Chairman to be rotated periodically among the Panel members.

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
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Senior Review Panel (SRP)


3. Option No. 2 has the major disadvantage of forfeiting the heretofore desired "outside" objective review of intelligence production.

4. Option No. 3 has the major advantage of retaining NFAC's present capability, through the SRP, to provide an independent, collegial review of ongoing intelligence production.

5. We would be grateful for your suggestions before this draft paper is made final.

  
Bruce Palmer, Jr.



  
William Leonhart  
(in substance)

STAT

Attachment:  
As stated

cc: Mr. Lehman

Option No. 1 - Transfer the SRP to the Office of the DCI/DDCI

The SRP's mission would be to:

- Review and evaluate interagency products and single agency/office products of major import. Those products requiring DCI approval, such as an NIE (or others referred to him for approval), could be reviewed by the SRP (and possibly revised if the DCI so desired) prior to publication. Other than such exceptions, the SRP's review and evaluation would be after the fact. However, a feedback system would be devised with the objective of improving the analytical/estimative procedures and skills, and the quality of finished intelligence within the DCI and the larger Community. SRP evaluation would also encompass the perceived or attested utility of finished intelligence products to policymakers and consumers.
- Conduct selected comprehensive intelligence post-mortems covering all major aspects, including collection, analysis, production and intelligence-policy linkage, of critical events in a given area over a period of time.
- Assist the DCI and DDCI, in coordination with the CIA Executive Committee, in strategic forward planning and monitoring major long-term projects of significance to the Agency.
- Review, analyze and evaluate such aspects of Intelligence Community production as might be directed by the DCI or DDCI.
- Undertake such special studies as may be directed from time to time by the DCI.

It should be noted that under Option No. 1, the SRP is assigned a considerably broader mission than its present charter enunciates. Another Panel member, a senior, broadly experienced intelligence officer, preferably with DDO background, and close to retirement would be a most useful addition. The Panel would probably require a small staff.

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Option No. 2 - Abolish the SRP and Assign Its Members as NIOs-at-Large With the New National Intelligence Council (NIC)

Under Option No. 2 there would be no separate independent collegial review group, composed of senior, broad experienced generalists, such as the SRP, to perform a review and evaluation function. Rather the three generalists now members of the SRP would be used individually as NIOs-at-large.

The new NIO system under the NIC concept visualizes a collegial approach to substantive problems and charges the Chairman of the National Intelligence Council with developing a process of peer review. This process would involve not only the regular NIOs with specific accounts, but also a different category called NIOs-at-large, chosen for their broad background and general substantive understanding. The NIOs-at-large would not normally function as DCI staff officers supporting the DCI in the policy process, but would function primarily as NFAC officers.

Collegial review procedures have yet to be developed and refined as actual experience is gained with an operating National Intelligence Council. Currently it is visualized that a small group of specified NIOs with related accounts and NIOs-at-large will be assigned to act as a steering/review group for a specific interagency (or major single office, or interoffice NFAC undertaking) paper and to assist the regular NIO or other NFAC officer responsible for the production of that paper.

Presumably, the Chairman NIC in addition could designate a group of NIOs, with or without portfolio, to undertake certain staff studies, specific planning actions, or any other project deemed appropriate.

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Option No. 3 - Retain the SRP Within NFAC to Function With the New NIC

The SRP would continue to review major estimates, but would become more active in assuming other responsibilities enunciated in its Charter of 11 December 1978. This is a fairly broad Charter. Among the duties of the Panel, the Charter cites the review of papers during the production process, post-audit of finished intelligence and intelligence processes, assistance in production planning and allocation of resources, and recommendations to improve the overall intelligence process. Under the Charter, the Panel is also available to the DCI or DDCI for such studies as may be desired. The DD/NFA could further broaden the SRP's mission in any way he deemed appropriate. This might entail, for example, organizational or production planning staff studies, longer-range planning of a strategic nature, or resource development or allocation staff studies.

Procedurally, the SRP could continue to function as it does now, following presently prescribed NFAC procedures for interagency production and with no change in its present relationships with the DD/NFA and NIOs with accounts. Under this arrangement, the Panel's review of specific paper would be in addition to the collegial peer review of that paper visualized under the NIC concept.

Organizationally, the SRP should report directly to the DD/NFA; but it should be closely associated with the Chairman and the NIC itself, in order to have access to this body. In addition, the SRP should be included in NIC, Production Board, and other important meetings within NFAC.

Under this Option, the DD/NFA could also, if he so desired, use individual members of the SRP for special studies or projects. Individual Panel members might also be used under unusual circumstances by the Chairman, NIC for special undertakings. The DD/NFA (or Chairman, NIC) might also want to have some other NFAC officer serve with the SRP for a special project. As is now the case, the Panel, as well as individual members, would be available for advice to any senior NFAC officer, including Office Directors.

As in Option No. 1, the Panel would profit from having another member, a senior, widely experienced intelligence officer, especially with DDO background.

Finally, if this Option were adopted, a new charter would be desirable. It should be signed by the DCI and given Community-wide dissemination.

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Option No. 4 - Transfer the SRP to the Office of the DCI/DDCI to Function in Conjunction With the CIA Executive Committee and Staff

Whereas under Option No. 1, the SRP mission emphasizes the review and evaluation function, under Option No. 4, the primary mission of the SRP would be to advise and assist the DCI/DDCI in carrying out his broad policy, planning and program responsibilities in the Agency. The SRP would work in close coordination with the CIA Executive Committee and its Staff, and should be included at meetings of the Executive Committee. Periodically, the SRP should meet with the DCI and/or DDCI.

Specifically, the SRP could be used to advise on current Executive Committee projects, or directly participate in designated projects, or even undertake certain projects for the Executive Committee. Examples of current projects to which the SRP might contribute are:

- Flow of Intelligence to the State Department
- SIGINT Planning
- Critical Long-Range Intelligence Problems
- Priority Collection Programs
- Strategic Planning

As an additional mission, the SRP would review finished intelligence as described in Option No. 1.

As in Option No. 1, the Panel could very well use, as another member, a senior, broadly experienced intelligence officer, preferably with DDO background. The Panel will probably need a small staff of its own.

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